



CYNTHIA D. BANKS
Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 637-0798 (213) 380-8275 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

October 2, 2006

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Los Angeles County Commission on Aging
Los Angeles County Commission on Disabilities

From: Cynthia D. Banks, Director

Subject: **LONG-TERM CARE STRATEGIC PLAN FINAL REPORT**

On January 21, 2003, your Board adopted the County of Los Angeles' Long-term Care (LTC) Strategic Plan for the Aged and Disabled and designated the Director of Community and Senior Services (CSS) to take the lead role in implementing the Plan's goals and objectives with relevant County Departments and community leadership. The Director was also instructed to establish the Long-Term Care Coordinating Council (LTCCC).

I am pleased to submit the Final Report that reflects the success of CSS in engaging the community and key County departments and agencies in implementing the LTC Strategic Plan, under the auspices of the LTCCC. While the Final Report contains many strategies to implement the goals and objectives of the LTC Strategic Plan, there are three strategies, which I believe, will have *immediate* impact on our constituents. They are as follows:

- A social services matrix of frequently requested social services provided in LA County and their definitions, to aid social workers in identifying resources for their clients.
- A listing of products, equipment and devices to increase independent-living options for those individuals with disabilities.
- The Respite Care Awareness Campaign (provided information on caregiver support services such as support groups, legal information and caregiver training). The campaign reached all CSS County employees through payroll inserts; and, reached a wider audience on-line at our Community Connection website <http://ltcconnection.lacounty.info>.

These and the other work products developed by the LTCCC may be viewed at DCSS' Website www.ladcass.org

Finally, I wish to convey to your Board that with the support of the participating County departments, commissions and community organizations who volunteered their time and expertise, we now have a framework toward building a long-term care system that will prepare us for the future needs of our older adult and disabled populations in the County of Los Angeles.

Please feel free to contact me, or your staff may contact Patricia Senette-Holt, Acting Executive Assistant at (213) 738-2065,

Attachment

Copies: Long-Term Care Coordinating Council Members
Peter McGrath, President, Area Agency on Aging Advisory Council
David E. Janssen, Chief Administrative Officer
Dennis A. Tafoya, Director, Office of Affirmative Action
Carlos Jackson, Director, Community Development Commission
Dr. Martin J. Southard, Director, Mental Health Department
Dr. Jonathan E. Fielding, Director of Public Health
Bryce Yokomizo, Director, Department of Public Social Services



Final Report

Long-Term Care Coordinating Council

Long-Term Care Strategic Plan
For the
Aged and Disabled

Community and Senior Services
County of Los Angeles

September 29, 2006

TABLE OF CONTENTS

Acknowledgements

Message from the Director

The Long Term Care Coordinating Council – Mission, Purpose and Background

Long-Term Care Strategic Plan for the Aged and Disabled Implementation Overview

Appendices

- A. Long-Term Care Coordinating Council Members and Work Group Members
- B. Revised County of Los Angeles, Long Term Care Strategic Plan for the Aged and Disabled 2003-06 (<http://www.ladcass.org>)
- C. Long-Term Care Strategic Plan Objectives aligned with the Area Agency on Aging Area Plan.
- D. Long-Term Care Strategic Plan Master Tracking Chart

Acknowledgements

Department of Community and Senior Services

Cynthia D. Banks, Director, Community and Senior Services

Melinda Fonseca, Director, Area Agency on Aging

Long-Term Care Coordinating Council

Kate Wilber, Chair

June Simmons, Vice-Chair

Project Facilitator

Patricia Senette-Holt

Lilia Andres, Staff Assistant

Work Group Facilitators

Vera Castillo

Jenai Davis

Lan Ficht

Jay Glassman

Mike Juarez

Laura Medina

Lena Perelman

Rhonda Rangel

Christine Rosensteel-Savalla

Janine Taylor

*Message from the Director of
Community and Senior Services*

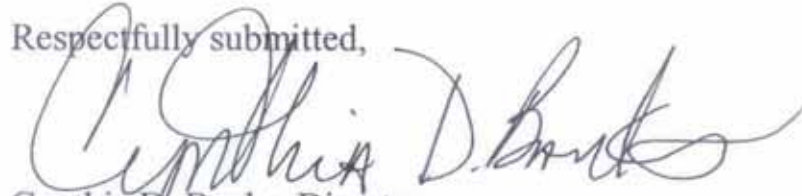
I am pleased to submit the Final Report of the Long Term Care Coordinating Council (LTCCC). The report covers the period of January 2003 to June 2006 calendar years and highlights the accomplishments of the LTCCC toward developing strategies to implement the *County of Los Angeles' Long Term Care (LTC) Strategic Plan for the Aged and Disabled*.

The report contains a brief history of the strategic plan, the structure and function of the LTCCC, major highlights of the implementation strategies, and the final work products developed by the LTCCC and its seven work groups. All of the activities of the LTCCC, including its work products, may be viewed on-line at www.ladcass.org. We have developed the website to share the results of the LTC Strategic Plan's implementation strategies with a wider audience, particularly those who may be interested in improving their capacity to deliver long-term care services in Los Angeles County.

I am pleased to report that all of the objectives in the plan have been addressed, with strategies for their implementation in place. Without the leadership of the Chair and Co-Chair of the LTCCC, and the many hours of dedicated service of volunteer Council members who gave their time and expertise toward this project, our mission would not have been accomplished.

As the Director of Community and Senior Services and the lead agency in this endeavor, I extend my sincere thanks to our colleagues on the Long-Term Care Coordinating Council for their hard work and commitment to bringing us closer to having a fully developed long-term care system in Los Angeles that we can all be proud of.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Cynthia D. Banks". The signature is fluid and cursive, with the first name "Cynthia" being the most prominent part.

Cynthia D. Banks, Director
Community and Senior Services

Long-Term Care Coordinating Council

Mission and Purpose

The purpose of the Long-Term Care Coordinating Council (LTCCC) was to advise, implement, and monitor the progress of long-term care strategic planning and implementation in the County of Los Angeles. The membership of the LTCCC is comprised of county, service providers, community and consumer representative. Included in this group were five County departments (Office of Affirmative Action Compliance, Department of Children and Family Services, Department of Public Social Services, Department of Health Services, and the Department of Mental Health, as designated by respective county department directors.

Background – Project History and Origin

The Los Angeles County Board of Supervisors approved a motion to adopt the report "Preparing for the Future: A Report on the Expected Needs of Los Angeles County's Older Adult Population" (March 2000) prepared by the Community and Senior Services (CSS) and the Department of Health Services. The Board subsequently directed CSS to develop a community planning process that would enable the County to begin to prepare for the anticipated demographic changes of the next thirty years. The goal of the planning process was to produce a Long Term Care Strategic Plan for Los Angeles County.

The planning process began in the spring of 2001 and three planning bodies were created – Community Roundtable, Interdepartmental Planning body, and the Strategic Planning Work Group. CSS hired the consulting firm Blitz & Redkmeyer (a strategic change consulting company specializing in long term care integration and systems change) in August 2001 to assist in the Management of the project. The consulting agency facilitated the long term care planning activities and the development of the Countywide Long-Term Care Strategic Plan.

On January 21, 2003, the Board of Supervisors adopted the County of Los Angeles Strategic Plan for the Aged and Disabled as submitted by the Department of Community and Senior Services and seventeen (17) other county departments. The Board also authorized Community and Senior Services to implement Goal #1 of the strategic plan to establish the **Long Term Care Coordinating Council (LTCCC)**.

Guiding Principles

- A. To recognize that the need for long-term care and independence will continue to grow.
- B. To expand efforts that support the may Los Angeles County individuals who provide care and are responsible for providing care for loved ones.
- C. To shape services that are family focused, responsive to consumer needs and are culturally and linguistically appropriate
- D. To look at long-term care in such a way that promotes prevention, early screening, and care in the most appropriate, least restrictive with the greatest level of independence that is consumer directed and most cost beneficial
- E. To continually seek the improvement of the quality of long-term care services taking into account consumer satisfaction and seeking high service standards.
- F. To recognize that cost effectiveness, efficiency, and quality of life are important to consumers.
- G. To view long-term care as a collection of inter-related services (such as health, mental health, home/community-based care, caregiver and kinship care services, housing, and transportation) through a coordinated delivery system focused on the individual consumer.

Major Duties

- A. To serve as the link between the community, service providers, and County government on issues regarding the Long-Term Care Strategic Plan.
- B. To provide community and public leadership on long-term care issues within the County of Los Angeles.
- C. To examine and make recommendations regarding the goals set forth by the Long-Term Care Strategic Plan and monitor its implementation.
- D. To mobilize resources—County and community—to implement the goals and objectives of the Long-Term Care Strategic Plan
- E. To provide coordinated long-term care planning and policy development.
- F. To submit an annual report to the Board of Supervisors

Long-Term Care Strategic Plan for the Aged and Disabled Implementation Overview

Introduction

This is the final report of the Los Angeles County Long-Term Care (LTC) Strategic Plan for the Aged and Disabled. It provides a summary of the activities carried out during the term of the project. The Long Term Care Coordinating Council (LTCCC) was mandated by the Board of Supervisors to implement the objectives in the LTC Strategic Plan.

The Plan's implementation was an ambitious effort led by the LTCCC comprised of partnerships across the County departments, among community based organizations, and leaders. The overall goal was to focus the attention of the County and stakeholders towards providing a more comprehensive set of social and supportive services that promote independence and enable people to reside in home and /or home like setting for as long as possible.

To achieve this goal, the Long Term Care Coordinating Council and its Work Groups met at least monthly to develop implementation strategies and plans for the 42 objectives contained in the revised LTC Strategic Plan. (Refer to <http://www.ladcass.org>)

The Council's work group activities, in response to implementing the LTC Strategic Plan, are highly significant to the extent that the outcomes will eventually permeate the fabric of the County's culture and mind-set. This is an extremely important movement that will have an even greater significance in the future when the County and its growing number of aged and disabled residents will be faced with respectively providing and receiving an array of services. When the County embarks upon providing services to the Baby Boomers who may have the responsibility of caring for their parents and loved ones; the County will be required to provide long-term care services that will meet the needs of both care givers and care receivers. This

is only one scenario; there will undoubtedly be many others with a myriad of challenges and opportunities.

In short, as a result of the LTC Strategic Plan, the County will now be better prepared to provide services to a broader range of its constituents and allow many more to "age in place".

Long-Term Care Strategic Plan

On January 21, 2003, the Board of Supervisors approved the "The Long-Term Care (LTC) Strategic Plan for Aged and Disabled Adults, 2003-06." The Plan was developed primarily for the County to start thinking and acting strategically about its diverse aging population and the challenges this population will likely pose to the service delivery system. The plan identifies 14 critical long-term care issues facing Los Angeles County.

- Funding Resources & Limitations
- Transportation Services
- Housing Services
- Caregiver and Kinship Services
- Fragmented System of Services
- Health Care Gaps
- Mental Health Services
- Cultural & Language Barriers
- Information & Referral/Assistance Services
- Access to Services
- Advocacy
- Care Management
- Quality of Care
- Workforce Resources and Development

The implementation of the LTC Strategic Plan led by Community and Senior Services and the Long-Term Care Coordinating Council (LTCCC), over an intensive three and a half year process, initially focused on the original recommendations contained in the plan included 7 broad goals, 24 general Strategies to advance the goals, and 47 specific Objectives to implement the strategies. Goal 1 is a meta-goal that covers concerns common to six service areas; goals 2-6

address particular services. Discussion regarding the accomplishment of the goals is included in the "Highlights" section of this report.

Changes to the Plan

During the last quarter, changes were made to the LTC (See Appendix B Revised LTCSP). The Council reviewed the objectives for their current applicability. As a result of this review, objectives 6.1.3 was combined with objective 6.3.2; objective 7.1.1 was combined with 7.1.2; and four objectives were deleted due to lack of resources – 1.3.1, 2.2.2, 6.3.2 and 7.1.3.

On September 28, 2005, year three of the Plan, and after much deliberation, the LTCCC voted unanimously to extend the Sunset of the Council from January 21, 2006 to June 30, 2006. This allowed additional time for the Council to conclude the implementation strategies.

Status of Objectives

During the timeframe of the three and one-half year's allotted to the LTCCC for this project, the Council's work groups were successful in completing their tasks by fastidiously addressing each of the LTC Strategic Plan's objectives.

The objectives were completed in the following manner:

1. From the 42 objectives in the revised LTC Strategic Plan, the Council and the work groups developed creative plans and strategies that were primarily employed during the projects period. Many of the work products may be viewed on the CSS web site.
2. Fifteen of the Plan's 42 objectives were aligned with the FY 2005-09 Area Agency on Aging (AAA) Area Plan, administered by the LA County Area Agency on Aging (See Appendix C side-by-side chart). This action will have a major impact as these objectives have been earmarked priorities in the Area Plan and will serve as a basis for the development of innovative long-term care

programs and services for older adults and the disabled in the near future.

Highlights

Several informative presentations were received by the LTCCC during the Plan period to assist in developing strategies to implement the LTCSP objectives. They were as follow as:

- Call 2-1-1 LA County (an Information and Referral service for health and human services resources available to all County residents); and, Call 3-1-1 City Hall presentation
- Socialserve.com presentation (LA County Senior Housing web site).
- CalCareNet Portal Enhancement Project – a statewide website for Long-Term Care
- The Los Angeles Homeless Services Authority (LAHSA) 10-year Strategic Plan to End Homelessness in Los Angeles County.
- Partners in Care Foundation Integrated Care Management Program (CMP) regarding the evaluation of the AAA Integrated Care Management Project.

The presentations listed above may be viewed at www.ladcss.org

Below are highlights of the LTC Strategic Plan work groups' accomplishments:

Community Connection for seniors and disabled adults

The Los Angeles County Department of Community and Senior Services, with the assistance of the Internal Services Department, developed the Community Connection for Seniors and Disabled Adults website. The Long-Term Care Coordinating Council provided guidance and suggestions. The Community Connection provides easy access to a wide array of information and resources relevant to clients, families, organizations, and individuals concerned with long-term care issues for seniors and the disabled. The website connects seniors, disabled adults, caregivers, and social service

professionals to resources for long-term care services in Los Angeles County. The website also contains:

- Facts and information about long-term care resources;
- Hot lines for immediate assistance;
- Practical information on health care, assisted living devices, housing, transportation and other services;
- Pertinent senior and disabled legislation.
- Links to information for Caregivers

The Long-Term Care Strategic Plan was developed prior to the Community Connection's planning and launch. However, the Community Connection, successfully met objectives in the plan for persons in need of LTC being able to find resources themselves, called "self-navigation."

Other Work Group accomplishments:

- An extensive social services matrix of services and their definition (on CSS web site <http://www.ladcass.org>)
- Training and resource opportunities were identified for care managers and social workers in Los Angeles County for the year 2006, as follows:
 - LA Caregiver Resource Center-Community Calendar
 - UCLA Geriatrics & Gerontology Newsletter and Conference Calendar
 - Betty Ford Center Professionals in Residents Program
 - National Council on Aging (NCOA) "Invest in Aging" Conference.
- A listing of products, equipment and devices to increase independent living options was promulgated. See-
<http://www.ladcass.org>.
- A panel of medical experts convened to discuss best practices and unmet needs. It recommended creation of a virtual Center of Excellence as a clearinghouse to

educate and catalogue information on health care services and resources.

- The Board of Supervisors approved the Office of Senior Health in the new Los Angeles County Public Health Department.
- A Respite Care awareness campaign reached County employees with information on respite care options (See CSS web site <http://www.ladcass.org>)
- Quality of service standards were developed for transportation of Older and Disabled Customers by transit providers. (www.ladcass.org).
- A report identifying Transportation Gaps in services in particular geographic areas of Los Angeles County (www.ladcass.org).
- A plan to provide volunteers and/or other transportation assistants (will be implemented as a part of the FY 2005-09 Area Plan if funds are available). See www.ladcass.org
- Mental Health Services were expanded by providing updated, user-friendly information to service providers, family and other caregivers, the community, and others involved with at-risk and mentally-ill older adults and adults with disabilities.
- An implementation plan to evaluate the quality of mental health service delivery within the Department of Mental Health (including its contractors) was successfully completed.
- A program was developed and implemented to train long-term care service providers, county agencies, and county-wide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide,

substance abuse, ableism and other issues to meet the specialized mental health needs of older adults with disabilities.

- An on-going discussion of strategies for mental health training for providers, the legal community and physicians aligned training strategies, goals and objectives contained in the LTCSP.
- The creation of the Social.Serve.com website will address the need for subsidized housing in Los Angeles County.

Conclusion

Implementation of the Long-Term Care Strategic Plan strategies and objectives has broken new ground in providing a first-ever framework for the County and our network of service providers in the delivery of long-term care services. The impact of the work and work products developed by the Long -Term Care Coordinating Council in response to its charge, absent of financial resources, will not be immediately realized. Over time, with the use of the tools and resources developed, such as the Community Connection web site, the training apparatus developed to improve the operations of the Department of Mental Health; care managers and Caregiver training and awareness; and most importantly, the new Office of Senior Health in the Department of Public Health, will be felt by those requiring long-term care services in the County of Los Angeles.

We owe a debt of gratitude to those professionals and practitioners who volunteered three and one-half years to develop the LTCSP implementation strategies for the County's use over the next decade. County departments who participated in this effort recognized the importance of this project. Among the participants were the Office of Affirmative Action, Department of Health Services, Department of Mental Health, Department of Public Social Services, and the Community Development Commission, who assigned dedicated staff to work on this project. The Los Angeles County Commission on Aging and the Los Angeles County

Commission on Disabilities provided their oversight and direction.

Development of the long-term care system has yet to be completed in the County of Los Angeles, and will continue with the Los Angeles County Area Agency and the Los Angeles City Department of Aging. The groundwork has been institutionalized for an improved system of long-term care and with the passage of the baton to the Area Agencies on Aging; we can look to the future for even greater developments for our aging and disabled population in Los Angeles County.

REVISED Long-Term Care Strategic Plan

Goal #1 – Stimulate the Coordination of Long-Term Care Services

Strategy 1.1 – Establish an Infrastructure to Coordinate Long-Term Care Strategic Planning and Implementation in Los Angeles County

Objective 1.1.1 – by the end of Year 1, appoint the Los Angeles County Department of Community and Senior Services (CSS) to oversee coordination of long-term care planning for older adults and adults with disabilities in Los Angeles County, working with existing county and community committees, task forces, and groups wherever possible.

Lead Responsibility: CSS.

Shared Responsibility: CAO SIB.

Objective 1.1.2 – by the end of Year 1, establish a Long-Term Care Coordinating Council (LTCCC) composed of county, provider, community, and consumer representatives to advise, implement, and monitor progress on long-term care strategic planning and implementation in the County.

Lead Responsibility: CSS.

Shared Responsibility: DHS; DMH; DPSS; DCFS; CIO; DPR; Commission on Aging; Women's Commission; Disability Commission; Human Relations Commission; Mental Health Commission; PASC; other relevant county and community groups.

Strategy 1.2 – Improve Inter-Agency Coordination and Care Management

Objective 1.2.1 – by the end of Year 2, prepare recommendations for information system capabilities to improve client self-navigation and electronic access to information about long-term care services – including but not limited to best practice examples, preventive and alternative care, and end-of-life care that optimize community resource management while addressing individualized needs and consumer-tracking services.

Lead Responsibility: CIO.

Primary Support: LTCCC.

Shared Responsibility: CSS; DHS; DMH; DPSS; DCFS; other relevant county and community groups.

Objective 1.2.2 – by the end of Year 1, conduct an inventory of county programs by Service Planning Areas that provide long-term care services for older adults and adults with disabilities to identify the most significant gaps, duplication of services, and unmet needs for long-term care services.

Lead Responsibility: CAO SIB.

Primary Support: CSS.

Shared Responsibility: LTCCC; DHS; DMH; DPSS; DCFS; DPR; other relevant county and community groups.

Objective 1.2.3 – by the end of Year 2, develop a comprehensive service delivery model to enhance the coordinated delivery of long-term care services, including an integrated case management component, and prepare an action plan to begin its implementation on a county-wide basis.

Lead Responsibility: CSS.

Primary Support: LTCCC.

Shared Responsibility: DHS; DMH; DPSS; DCFS; other relevant county and community groups.

Strategy 1.3 – Maximize Revenue and Mitigate Funding Stream Limitations and Exclusions

Objective 1.3.2 – by the end of Year 3, prepare proposed legislative or regulatory recommendations and actions that would mitigate funding stream limitations and exclusions, allowing for blending of different funding streams and better integration of services.

Lead Responsibility: LTCCC.

Primary Support: CAO.

Shared Responsibility: All county departments.

Objective 1.3.3 – by the end of Year 3, identify possible program waivers that would increase federal and state funding for long-term care programs (e.g., Title XIX – Medicaid)

Lead Responsibility: DPSS.

Primary Support: CSS.

Shared Responsibility: LTCCC; PASC.

Strategy 1.4 – Enrich Culturally-Appropriate Delivery of Long-Term Care Services

Objective 1.4.1 – by the end of Year 1, establish a Long-Term Care Inter-Cultural Advisory Committee of the LTCCC to help advise and monitor the delivery of linguistically-specific and culturally-specific long-term care services, including a plan to develop appropriate language translation of major informational and educational materials.

Lead Responsibility: CSS.

Primary Support: OAAC.

Shared Responsibility: LTCCC; community colleges; school districts; other relevant county and community groups.

Strategy 1.5 – Foster Advocacy for Older Adults and Adults with Disabilities

Objective 1.5.1 – by the end of Year 1, prepare a plan to coordinate advocacy efforts at the federal, state, and local levels for adequate funding, legislative, regulatory, administrative action, and community organizing that meets the county's growing need for long-term care services.

Lead Responsibility: CSS.

Shared Responsibility: LTCCC; other relevant county and community groups.

Goal #2 – Advance Health Care Services for the Aged and Disabled Adults

Strategy 2.1 – Improve Health Care Services & Coordinated Delivery

Objective 2.1.1 – by the end of Year 3, prepare an action plan to ensure that the safety net responsibilities continue to be met for older adults and adults with disabilities throughout the County.

Lead Responsibility: DHS.

Shared Responsibility: LTCCC; CSS; other relevant county and community groups.

Objective 2.1.2 – by the end of Year 3, conduct a feasibility study to establish a Geriatric Center of Excellence (GCE) in Los Angeles County, to include such factors as [a] assessing the potential revenue to support the GCE; [b] exploring the benefits/costs of a centralized resource center; [c] integrating geriatric clinics and incorporating the latest geriatric protocols; [d] developing prototypes to test the GCE concept; [e] developing an Adult Day Health Center on the campus of the GCE; [f] determining “best practice” characteristics that can be applied to the GCE; and [g] working with area universities and schools of medicine.

Lead Responsibility: LTCCC.

Shared Responsibility: DHS; CSS; other relevant county and community groups.

Strategy 2.2 – Expand Access to Health Care Services

Objective 2.2.1 – by the end of Year 1, specify requirements for enhanced information system capabilities in the County to improve client self-navigation and electronic access to information about health care-related long-term care services.

Lead Responsibility: CIO.

Shared Responsibility: DHS; CSS; other relevant county and community groups.

Strategy 2.3 – Promote the Quality of Health Care

Objective 2.3.1 – by the end of Year 2, work with the CAO's Service Integration Action Plan (SIAP) Team to identify exemplary best practices and develop community-acceptable standards in services, programs, and activities for improving the delivery of health care-related long-term care services, working in collaboration with service providers, advocacy groups, trade associations, academic institutions, and philanthropic foundations.

Lead Responsibility: LTCCC.

Shared Responsibility: DHS; CAO SIAP Team; CSS; PASC; DPR; other relevant county and community groups.

Objective 2.3.2 – by the end of Year 3, pursue new revenue to support an Office of Senior and Disability Health Services within the Department of Health Services (DHS) to provide leadership in coordinating the delivery of county-wide long-term care health-related services (including the promotion of health and disease prevention) for older adults and adults with disabilities.

Lead Responsibility: DHS.

Primary Support: LTCCC.

Shared Responsibility: CAO; DPSS; PASC; other relevant county and community groups.

Goal #3 – Enhance Mental Health Care Services for the Aged and Disabled Adults

Strategy 3.1 – Improve Mental Health Services & Coordinated Delivery

Objective 3.1.1 – by the end of Year 3 improve the coordination and collaboration among mental health, social, and health service providers by working with the Older Adult System of Care Committee to enhance planning and promote on-going sharing of information and collaboration about issues and services for older adults and adults with disabilities.

Lead Responsibility: DMH.

Shared Responsibility: CSS; LTCCC; other relevant county and community groups.

Strategy 3.2 – Expand Access to Mental Health Services

Objective 3.2.1 – by the end of Year 3, collect, update, and disseminate user-friendly information to service providers, family and other caregivers, the community at large, and others involved with at-risk and mentally-ill older adults and adults with disabilities.

Lead Responsibility: DMH.

Primary Support: CIO.

Shared Responsibility: CSS; LTCCC; DHS; DPSS; DCFS; County Libraries; other relevant county and community groups.

Strategy 3.3 – Promote the Quality of Mental Health Care

Objective 3.3.1 – by the end of Year 3, develop and implement a program to evaluate the quality of mental health service delivery within the Department of Mental Health (including its contractors).

Lead Responsibility: DMH.

Shared Responsibility: CAO SIB; LTCCC; other relevant county and community groups.

Objective 3.3.2 – by the end of Year 3, develop and implement a program to train long-term care service providers, county agencies, and county-wide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues in order to meet the specialized mental health needs of older adults and adults with disabilities.

Lead Responsibility: DMH.

Shared Responsibility: CSS; DHR; other relevant county and community groups.

Goal #4 – Promote Home and Community-Based Services for the Aged and Disabled Adults

Strategy 4.1 – Improve Coordination of Services and Identify Long-Term Care Services and Resources

Objective 4.1.1 – by the end of Year 2, prepare a comprehensive list of community-wide (i.e., community-based organizations) Long-Term Care Services and Resources available in each Service Planning Area that will be web-accessible to providers and users of long-term care services and updated regularly.

Lead Responsibility: CIO.

Primary Support: CSS.

Shared Responsibility: LTCCC; DPSS; DMH; DCFS; County Libraries; DPR; PASC; other relevant county and community groups.

Strategy 4.2 – Expand Access to Home and Community-Based Services

Objective 4.2.1 – by the end of Year 1, support and publicize local Focal Points (and other providers of long-term care services) as community-based points of entry for information and referral to the full range of long-term care services and resources.

Lead Responsibility: CSS.

Shared Responsibility: LTCCC; DPSS; DMH; DCFS; County Libraries; DPR; other relevant county and community groups.

Objective 4.2.2 – by the end of Year 2, develop an action plan for implementing protocols for agencies to use when coordinating service access and delivery to older adults, adults with disabilities, their families, and other caregivers.

Lead Responsibility: DPSS.

Primary Support: CSS.

Shared Responsibility: LTCCC; PASC; other relevant county and community groups.

Strategy 4.3 – Promote the Quality of Home and Community-Based Care

Objective 4.3.1 – by the end of Year 2, identify opportunities (e.g., MDT sessions) and resources (including training) for care managers and social workers in major county programs (e.g., Integrated Care Management, Adult Protective Services, In-Home Supportive Services) to enhance the delivery of care management and integrated service delivery.

Lead Responsibility: CSS.

Primary Support: DPSS.

Shared Responsibility: LTCCC; other relevant county and community groups.

Objective 4.3.2 – by the end of Year 2, develop and implement a program to train caregivers, care managers, and social workers on the concepts of independent living and self-directed care to enhance service delivery and ensure that services are delivered in a manner that provides older adults and adults with disabilities with the greatest level of independence, dignity, and control.

Lead Responsibility: LTCCC.

Primary Support: OAAC.

Shared Responsibility: DPSS; CSS; DHR; PASC; other relevant county and community groups.

Objective 4.3.3 – by the end of Year 1, identify opportunities for older adults and adults with disabilities to enhance self-directed care.

Lead Responsibility: PASC.

Primary Support: DPSS.

Shared Responsibility: LTCCC; ACCESS/CTSA; other relevant county and community groups.

Objective 4.3.4 – by the end of Year 1, establish standards for service delivery and accountability (including customer satisfaction) that are client-centered and built on informal care in the context of families.

Lead Responsibility: CSS.

Primary Support: DPSS.

Shared Responsibility: LTCCC; PASC; CAO SIAP Team; other relevant county and community groups.

Objective 4.3.5 – by the end of Year 2, identify products, equipment and devices, which can be used to increase the independence and independent living options of older adults and adults with disabilities and develop a list of these resources.

Lead Responsibility: LTCCC.

Shared Responsibility: PASC; OAAC; other relevant county and community groups.

Goal #5 – Cultivate Caregiver and Kinship Services for the Aged and Disabled Adults
--

Strategy 5.1 – Improve Caregiver and Kinship Services and Coordinated Delivery

Objective 5.1.1 – by the end of Year 3, develop web-based services for family and kinship caregivers.

Lead Responsibility: CSS.

Shared Responsibility: DPSS; KCCC; other relevant county and community groups.

Objective 5.1.2 – by the end of Year 1, prepare an action plan for improving coordination of caregiver and kinship services based on a review of best practice models by working with the kinship care community.

Lead Responsibility: CSS.

Shared Responsibility: DPSS; DCFS; PASC; KCCC; Foster Parent Associations; Grandparents as Parents; Grandma's Angels; other relevant county and community groups.

Strategy 5.2 – Expand Access to Caregiver and Kinship Services

Objective 5.2.1 – by the end of Year 2, collect, update, and disseminate information (including training opportunities) about the needs and options of caregivers to service providers, the community at large, and others involved with older adults and adults with disabilities.

Lead Responsibility: CSS.

Shared Responsibility: DPSS; DMH; DCFS; KCCC; Community Colleges Foundation; County Libraries; DPR; other relevant county and community groups.

Strategy 5.3 – Promote the Quality of Caregiver and Kinship Services

Objective 5.3.1 – by the end of Year 1, prepare an action plan to provide a variety of respite care options that are individualized to meet the needs of caregivers on a widely-available basis.

Lead Responsibility: CSS.

Shared Responsibility: DMH; PASC; KCCC; other relevant county and community groups.

Objective 5.3.2 – by the end of Year 3, develop and implement a publicity campaign and pilot it within the Los Angeles County government workforce employees about caregiver needs and services.

Lead Responsibility: CSS; DHR;

Shared Responsibility: CAO SIB; DPSS; DMH; PASC; KCCC; other relevant county and community groups.

Goal #6 – Grow Housing Services for the Aged and Disabled Adults

Strategy 6.1 – Improve Housing Services by Coordinating Delivery of Services, Expanding Availability of Affordable Housing, and Enhancing Funding

Objective 6.1.1 – by the end of Year 2, prepare a plan to establish a virtual housing trust fund (within County jurisdiction) utilizing existing funding streams and encourage virtual housing trust fund development in other jurisdictions (i.e., incorporated cities).

Lead Responsibility: CDC.

Shared Responsibility: LTCCC; other relevant county and community groups.

Objective 6.1.2 – by the end of Year 1, advocate at the state level for legislation or related legislative action to enable the issuance of bonds for affordable housing such as SB 1227.

Lead Responsibility: LTCCC.

Primary Support: CSS.

Shared Responsibility: CDC; other relevant county and community groups.

Objective 6.1.3 – by the end of Year 1, create and promote among elected officials, decision-makers and planners, awareness of the "age wave" (demographic trend of the aging population and adults with disabilities,) and its specific housing needs and include specific references to these housing needs in legislation, regulatory and administrative actions which may have bearing on the supply of affordable housing.

Lead Responsibility: LTCCC.

Primary Support: CSS.

Shared Responsibility: CDC; other relevant county and community groups.

Strategy 6.2 – Expand Access to Housing Services

Objective 6.2.1 – by the end of Year 2, collect, update and disseminate information about subsidized housing availability and eligibility to every public and private agency serving older adults and adults with disabilities. Such a database would include: maps of locations, addresses, eligibility for entrance, contact information (who to call to get on the list), a description of the property that potential residents can understand, pictures of the property, length of waiting list and name of service coordinator (if one exists)."

Lead Responsibility: CSS.

Primary Support: CIO.

Shared Responsibility: LAHSA; CDC; DPSS; DMH; DCFS; County Libraries; DPR; other relevant county and community groups.

Strategy 6.3 – Promote the Quality of Housing Services

Objective 6.3.1 – by the end of Year 2, identify opportunities and encourage initiatives that support participation in the Assisted Living Waiver Pilot program.

Lead Responsibility: CSS.

Primary Support: CDC.

Shared Responsibility: LTCCC; other relevant county and community groups.

Objective 6.3.2 – by the end of Year 2, develop and implement a public awareness/ education plan for the county, cities, elected officials, planners and developers of housing on the principles of universal design standards and encourage appropriate County agencies to participate in the development of these principles and potential adoption into the County's General Plan for new housing projects through uniform state-wide regulations that do not significantly impact cost and affordability.

Lead Responsibility: LTCCC.

Primary Support: CSS.

Shared Responsibility: CDC; DRP; other relevant county and community groups.

Strategy 6.4 – Expand Housing Capacities for the Homeless

Objective 6.4.1 – by the end of Year 2, develop a rent-to-prevent-eviction program that specifically targets at-risk older adults and adults with disabilities.

Lead Responsibility: LAHSA.

Shared Responsibility: CSS; DPSS; DMH; CDC; other relevant county and community groups.

Objective 6.4.2 – by the end of Year 2, prepare an action plan to increase the number of emergency, transitional, accessible, and permanent housing units required to meet the current and projected needs of homeless older adults and adults with disabilities.

Lead Responsibility: LAHSA.

Primary Support: CDC.

Shared Responsibility: Los Angeles City Housing Department; Los Angeles City Community Redevelopment Agency; other municipal housing authorities; other relevant county and community groups.

Goal #7 – Strengthen Transportation Services for the Aged and Disabled Adults

Strategy 7.1 – Improve Transportation Services by Coordinating Delivery of Services, Increasing Options, and Enhancing Funding

Objective 7.1.1 – by the end of Year 2, develop a countywide strategic plan for the coordination of health and human services transportation and public transportation which integrates transportation services for older adults and adults with disabilities including the identification of strategies such as incentives to cross boundaries and share resources.

Lead Responsibility: LTCCC.

Primary Support: MTA.

Shared Responsibility: CSS; ACCESS/CTSA; other relevant county, cities and community groups.

Objective 7.1.2 – by the end of Year 2, identify transportation service gaps for older adults and adults with disabilities in the County of Los Angeles and develop a plan that provides recommendations for eliminating the gaps.

Lead Responsibility: LTCCC.

Primary Support: MTA; CSS.

Shared Responsibility: DPW; ACCESS/CTSA; other relevant county, cities and community groups.

Strategy 7.2 – Expand Access to Transportation Services by Developing a Comprehensive Transportation Information Center for Consumers

Objective 7.2.1 – by the end of Year 3, prepare a comprehensive, rapidly updateable (internet) database and associated marketing plan to inform the public about transportation services available to older adults and adults with disabilities that can be shared with health care, social service, and mental health providers.

Lead Responsibility: MTA

Primary Support: CIO

Shared Responsibility: CTSA; CSS; DPW; ACCESS/CTSA; other relevant county, cities and community groups.

Strategy 7.3 – Promote the Quality of Transportation Services

Objective 7.3.1 – by the end of Year 2, develop and implement county-wide transportation service quality standards to eliminate service deficiencies (including those in customer service, service delivery, vehicle maintenance, driver sensitivity.)

Lead Responsibility: LTCCC.

Primary Support: MTA.

Shared Responsibility: MTA contractors; CSS; DPW; ACCESS/CTSA; other relevant county, cities and community groups.

Objective 7.3.2 – by the end of Year 2, develop and implement a plan to provide volunteers and/or other transportation assistants, including escorts, to meet the needs of frail older adults who need assistance or door-to-door service.

Lead Responsibility: LTCCC.

Primary Support:

Shared Responsibility: ACCESS/CTSA; MTA; CSS; other relevant county, cities and community groups.

The following LTCSP objectives are aligned with the Area Agency on Aging (AAA)

	LONG-TERM CARE STRATEGIC PLAN	AREA AGENCY ON AGING AREA PLAN
1.	<p>Objective 1.2.3 by the end of Year 2, develop a comprehensive service delivery model to enhance the coordinated delivery of long-term care services, including an integrated case management component, and prepare an action plan to begin its implementation on a county-wide basis. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> LTCCC. <i>Shared Responsibility:</i> DHS; DMH; DPSS; DCFS; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.2 Develop a comprehensive service delivery model to enhance the coordinated delivery of long-term care services, including an integrated case management component, and prepare an action plan (include action steps to address the special needs of older women) to begin its implementation on a countywide basis; partners include IHSS, APS, DMH, MSSPs, and other relevant community-based agencies. (LTCSP, 2003-06)</p>
2.	<p>Objective 1.3.3 by the end of Year 3, identify possible program waivers that would increase federal and state funding for long-term care programs (e.g., Title XIX – Medicaid) <i>Lead Responsibility:</i> DPSS. <i>Primary Support:</i> CSS. <i>Shared Responsibility:</i> LTCCC; PASC. <i>Implementation Category:</i> A</p>	<p>Objective 1.1 Work with County and community leaders to identify possible program waivers that would increase federal and state funding for long-term care programs (e.g., Title XIX – Medicaid); partners include IHSS, and Public Authority. (LTCSP, 2003-06)</p>
3.	<p>Objective 2.3.2 by the end of Year 3, pursue new revenue to support an Office of Senior and Disability Health Services within the Department of Health Services (DHS) to provide leadership in coordinating the delivery of county-wide long-term care health-related services (including the promotion of health and disease prevention) for older adults and adults with disabilities. <i>Lead Responsibility:</i> DHS. <i>Primary Support:</i> LTCCC. <i>Shared Responsibility:</i> CAO; DPSS; PASC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.2 Pursue new revenue to support an Office of Senior and Disability Health Services within the Department of Health Services (DHS) to provide leadership in coordinating the delivery of county-wide long-term care health-related services (including the promotion of health and disease prevention) for older adults and adults with disabilities; partners include DHS, IHSS, and Public Authority. (LTCSP, 2003-06)</p>

4.	<p>Objective 3.3.2 by the end of Year 3, develop and implement a program to train long-term care service providers, county agencies, and county-wide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues in order to meet the specialized mental health needs of older adults and adults with disabilities. <i>Lead Responsibility:</i> DMH. <i>Shared Responsibility:</i> CSS; DHR; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.5 Coordinate with DMH to develop and implement a program to train long-term care service providers, county agencies, and countywide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues in order to meet the specialized mental health needs of older adults and adults with disabilities; partners include DMH, and County and City AAA. (LTCSP, 2003-06)</p>
5.	<p>Objective 4.2.1 by the end of Year 1, support and publicize local Focal Points (and other providers of long-term care services) as community-based points of entry for information and referral to the full range of long-term care services and resources. <i>Lead Responsibility:</i> CSS. <i>Shared Responsibility:</i> LTCCC; DPSS; DMH; DCFS; County Libraries; DPR; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.1 Re-designate and redesign Focal Points into Aging Resource Centers as community-based points of entry for information and referral to the full range of long-term care services (including health care education) and resources; this involves establishing referral agreements with local agencies and protocols to assist elders and their representatives in the most efficient and least cumbersome manner possible; partners include senior centers, case management and other community-based providers. (LTCSP, 2003-06)</p>
6.	<p>Objective 4.2.2 by the end of Year 2, develop an action plan for implementing protocols for agencies to use when coordinating service access and delivery to older adults, adults with disabilities, their families, and other caregivers. <i>Lead Responsibility:</i> DPSS. <i>Primary Support:</i> CSS. <i>Shared Responsibility:</i> LTCCC; PASC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.3 Coordinate service access and delivery to older adults with disabilities, low-income older women, their families, and caregivers (include older women kinship caregivers) through development of service referrals protocols; partners include APS, IHSS, and Public Authority. (LTCSP, 2003-06)</p>
7.	<p>Objective 4.3.1 by the end of Year 2, identify opportunities (e.g., MDT sessions) and resources</p>	<p>Objective 1.4 Work with major County programs (e.g., Integrated Care Management, Adult</p>

7.	<p>(including training) for care managers and social workers in major county programs (e.g., Integrated Care Management, Adult Protective Services, In-Home Supportive Services) to enhance the delivery of care management and integrated service delivery. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Protective Services, In-Home Supportive Services) to enhance the delivery of care management and integrated service delivery by identifying opportunities (e.g., MDT sessions) and resources (including training) for care managers and social workers; partners include APS, DMH, IHSS, and ICM Contractors. (LTCSP, 2003-06)</p>
8.	<p>Objective 4.3.3 by the end of Year 1, identify opportunities for older adults and adults with disabilities to enhance self-directed care. <i>Lead Responsibility:</i> PASC. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; ACCESS/CTSA; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.1 Identify opportunities for older adults and adults with disabilities and caregivers to enhance self-directed care; partners include the Public Authority, IHSS, and ICM Contractors. (LTCSP, 2003-06)</p>
9.	<p>Objective 4.3.4 by the end of Year 1, establish standards for service delivery and accountability (including customer satisfaction) that are client-centered and built on informal care in the context of families. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; PASC; CAO SIAP Team; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.2 Establish standards for service delivery and accountability (including customer satisfaction particularly of older women) that are client-centered and built on informal care in the context of families; partners include the Public Authority, IHSS, ICM Contractors and professional providers of specialized services to caregivers. (LTCSP, 2003-06)</p>
10.	<p>Objective 5.3.1 by the end of Year 1, prepare an action plan to provide a variety of respite care options that are individualized to meet the needs of caregivers on a widely-available basis. <i>Lead Responsibility:</i> CSS. <i>Shared Responsibility:</i> DMH; PASC; KCCC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.4 Coordinate the development of an action plan to provide a variety of respite care options that are individualized to meet the needs of caregivers on a widely-available basis; partners include the L.A. Caregivers Resource Center, DCFS, and ICM Contractors. (LTCSP, 2003-06)</p>

11.	<p>Objective 5.3.2 by the end of Year 3, develop and implement a publicity campaign and pilot it within the Los Angeles County government workforce employees about caregiver needs and services. <i>Lead Responsibility:</i> CSS; DHR; <i>Shared Responsibility:</i> CAO SIB; DPSS; DMH; PASC; KCCC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.3 Coordinate with DHR to develop and implement a program within the Los Angeles County government workforce to assess County employee caregiver needs (particularly women) and link with caregiver services; partners include DHR, L.A. Caregivers Resource Center, and City AAA. (LTCSP, 2003-06)</p>
12.	<p>Objective 6.4.1 by the end of Year 2, develop a rent-to-prevent-eviction program that specifically targets at-risk older adults and adults with disabilities. <i>Lead Responsibility:</i> LAHSA. <i>Shared Responsibility:</i> CSS; DPSS; DMH; CDC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 3.7 Work with public and private housing agencies to develop a rent-to-prevent-eviction program that specifically targets at-risk adults (including caregivers) and adults with disabilities; partners include Los Angeles Homeless Service Authority, and City AAA. (LTCSP, 2003-06)</p>
13.	<p>Objective 6.4.2 by the end of Year 2, prepare an action plan to increase the number of emergency, transitional, accessible, and permanent housing units required to meet the current and projected needs of homeless older adults and adults with disabilities. <i>Lead Responsibility:</i> LAHSA. <i>Primary Support:</i> CDC. <i>Shared Responsibility:</i> Los Angeles City Housing Department; Los Angeles City Community Redevelopment Agency; other municipal housing authorities; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.10 Work with the CDC to increase availability of Section 8 Housing Vouchers for seniors in the County's unincorporated areas; explore the availability of vouchers for assisted living settings.</p>
14.	<p>Objective 7.3.1 by the end of Year 2, develop and implement county-wide transportation service quality standards to eliminate service deficiencies (including those in customer service, service delivery, vehicle maintenance, driver sensitivity.) <i>Lead Responsibility:</i> LTCCC.</p>	<p>Objective 2.3 Develop and implement county-wide (unincorporated transportation areas) service quality standards to eliminate service deficiencies (including those in customer service, service delivery, vehicle maintenance, driver sensitivity); partners include Department of Public</p>

14.	<p><i>Primary Support:</i> MTA. <i>Shared Responsibility:</i> MTA contractors; CSS; DPW; ACCESS/CTSA; other relevant county, cities and community groups. <i>Implementation Category:</i> A, B</p>	<p>Works and Beverly Foundation (LTCSP, 2003-06)</p>
15.	<p>Objective 7.3.2 by the end of Year 2, develop and implement a plan to provide volunteers and/or other transportation assistants, including escorts, to meet the needs of frail older adults who need assistance or door-to-door service. <i>Lead Responsibility:</i> LTCCC. <i>Primary Support:</i> <i>Shared Responsibility:</i> ACCESS/CTSA; MTA; CSS; other relevant county, cities and community groups. <i>Implementation Category:</i> A,</p>	<p>Objective 3.5 Develop and implement a pilot in the County's unincorporated area to provide volunteer escorts to medical or other necessary trips for older adults and disabled adults; partners include DPW and the Beverly Foundation.</p>

LONG-TERM CARE STRATEGIC PLAN MASTER TRACKING CHART

	LONG-TERM CARE STRATEGIC PLAN	ALIGNED TO AREA AGENCY ON AGING AREA PLAN	WORK PRODUCTS FOR WEB SITE PUBLICATION	TIME FRAME FOR COMPLETION	PERCENTAGES OF WORK COMPLETED
GOAL #1 – STIMULATE THE COORDINATION OF LONG-TERM CARE SERVICES					
1.	Objective 1.1.1			Completed	100%
2.	Objective 1.1.2			Completed	100%
3.	Objective 1.2.1		LTCCONNECTION Web site	Completed	100%
4.	Objective 1.2.2		Social Services Matrix (CSS Website)	Completed	100%
5.	Objective 1.2.3	Objective 3.2	Summary of Tiered Care/Case Management Models	Completed *	100%
6.	Objective 1.3.2		Work Group recommendation	Completed	N/A
7.	Objective 1.3.3	Objective 1.1	The Assisted Living Waiver Pilot Project identified as a possible program waiver.	Completed *	100%
8.	Objective 1.4.1			Completed	100%
9.	Objective 1.5.1			Completed	100%
GOAL # 2 – ADVANCE HEALTH CARE SERVICES FOR THE AGED AND DISABLED ADULTS					
10.	Objective 2.1.1			Completed	100%
11.	Objective 2.1.2			TBD	N/A
12.	Objective 2.2.1			Completed	100%
13.	Objective 2.3.1		Expert Panel Video (CSS FILE)	6/30/06	45%

14.	Objective 2.3.2	Objective 1.2		Completed *	100%
GOAL # 3 – ENHANCE MENTAL HEALTH CARE SERVICES FOR THE AGED AND DISABLED ADULTS					
15.	Objective 3.1.1		Supporting document on the LTCCC and Older Adults System of Care collaboration.	Completed	100%
16.	Objective 3.2.1		Summary Report on Pacific Clinics Older Adult Training Contract with DMH.	Completed	100%
17.	Objective 3.3.1			Completed	100%
18.	Objective 3.3.2	Objective 1.5		Completed *	100%
GOAL # 4 – PROMOTE HOME AND COMMUNITY-BASED SERVICES FOR THE AGED AND DISABLED ADULTS					
19.	Objective 4.1.1			Completed	100%
20.	Objective 4.2.1	Objective 3.1	Completed Focal Points Survey; Agendas for Focal Points Meetings	FY 2005-09	N/A
21.	Objective 4.2.2	Objective 3.3	"Customer Service and Satisfaction Standards"	Completed *	100%
22.	Objective 4.3.1	Objective 1.4	List of Training Opportunities	Completed *	100%
23.	Objective 4.3.2		List of Trainings and Resource Information	Completed	100%
24.	Objective 4.3.3	Objective 2.1	Memorandum Regarding Self-Directed Care to ICM Agencies and Senior Centers	Completed *	100%
25.	Objective 4.3.4	Objective 2.2	"Customer Service and Satisfaction Standards"	Completed *	100%
26.	Objective 4.3.5		List of Products, Equipment and Devices for Independent Living	Completed	100%

GOAL # 5 – CULTIVATE CAREGIVER AND KINSHIP SERVICES FOR THE AGED AND DISABLED ADULTS

27.	Objective 5.1.1			Completed	100%
28.	Objective 5.1.2			Completed	100%
29.	Objective 5.2.1			Completed	100%
30.	Objective 5.3.1	Objective 2.4	Respite Care Options for Family Caregivers and Kinship Caregivers	Completed *	100%
31.	Objective 5.3.2	Objective 1.3	Caregiver Publicity Awareness Campaign	06/30/06	75%

GOAL # 6 – GROW HOUSING SERVICES FOR THE AGED AND DISABLED ADULTS

32.	Objective 6.1.1			Completed	100%
33.	Objective 6.1.2			Completed	100%
34.	Objectives 6.1.3 (Combined with Objective 6.3.2)		Report: Housing for the Aged and Disabled Population in LA County: Discussion and Recommendations	Completed	100%
35.	Objective 6.2.1			Completed	100%
36.	Objective 6.3.1		Presentation on Assisted Living Waiver Pilot Program	Completed	100%
37.	Objective 6.4.1	Objective 3.7		FY 2005-09	N/A
38.	Objective 6.4.2	Objective 3.10		FY 2005-09	N/A

GOAL # 7 – STRENGTHEN TRANSPORTATION SERVICES FOR THE AGED AND DISABLED ADULTS

39.	Objective 7.1.1 (Combined with Objective 7.1.2)		Report: Identification of Transportation Gaps	6/30/06	50%
40.	Objective 7.2.1			6/30/06	25%

41.	Objective 7.3.1	Objective 2.3	Quality of Service Standards for Transportation of Older and Disabled Customers	FY 2005-09	50%
42.	Objective 7.3.2	Objective 3.5	Report: A Plan to Provide Volunteers and/or Other Transportation Assistants	Completed *	100%

DELETED OBJECTIVES:

Objective 1.3.1

Objective 2.2.2

Objective 7.1.3

- Shaded box = aligned with AAA Area Plan for implementation.
- * = Work Group task(s) completed;

TBD – To be determined

N/A – Carried over to CSS



CYNTHIA D. BANKS
Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 637-0798 (213) 380-8275 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

September 30, 2006

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Los Angeles County Commission on Aging
Los Angeles County Commission on Disabilities

From: Cynthia D. Banks, Director

Subject: **LONG-TERM CARE STRATEGIC PLAN FINAL REPORT**

On January 21, 2003, your Board adopted the County of Los Angeles' Long-term Care (LTC) Strategic Plan for the Aged and Disabled and designated the Director of Community and Senior Services (CSS) to take the lead role in implementing the Plan's goals and objectives with relevant County Departments and community leadership. The Director was also instructed to establish the Long-Term Care Coordinating Council (LTCCC).

I am pleased to submit the Final Report that reflects the success of CSS in engaging the community and key County departments and agencies in implementing the LTC Strategic Plan, under the auspices of the LTCCC. While the Final Report contains many strategies to implement the goals and objectives of the LTC Strategic Plan, there are three strategies, which I believe, will have *immediate* impact on our constituents. They are as follows:

- A social services matrix of frequently requested social services provided in LA County and their definitions, to aid social workers in identifying resources for their clients.
- A listing of products, equipment and devices to increase independent-living options for those individuals with disabilities.
- The Respite Care Awareness Campaign (provided information on caregiver support services such as support groups, legal information and caregiver training). The campaign reached all CSS County employees through payroll inserts; and, reached a wider audience on-line at our Community Connection website <http://ltcconnection.lacounty.info>.

These and the other work products developed by the LTCCC may be viewed at DCSS' Website www.ladcss.org

Finally, I wish to convey to your Board that with the support of the participating County departments, commissions and community organizations who volunteered their time and expertise, we now have a framework toward building a long-term care system that will prepare us for the future needs of our older adult and disabled populations in the County of Los Angeles.

Please feel free to contact me, or your staff may contact Patricia Senette-Holt, Acting Executive Assistant at (213) 738-2065,

Attachment

Copies: Long-Term Care Coordinating Council Members
Peter McGrath, President, Area Agency on Aging Advisory Council
David E. Janssen, Chief Administrative Officer
Dennis A. Tafoya, Director, Office of Affirmative Action
Carlos Jackson, Director, Community Development Commission
Dr. Martin J. Southard, Director, Mental Health Department
Dr. Jonathan E. Fielding, Director of Public Health
Bryce Yukomizo, Director, Department of Public Social Services



Final Report

Long-Term Care Coordinating Council

Long-Term Care Strategic Plan
For the
Aged and Disabled

Community and Senior Services
County of Los Angeles

September 30, 2006

TABLE OF CONTENTS

Acknowledgements

Message from the Director

The Long Term Care Coordinating Council – Mission, Purpose and Background

Long-Term Care Strategic Plan for the Aged and Disabled Implementation Overview

Appendices

- A. Long-Term Care Coordinating Council Members and Work Group Members
- B. Revised County of Los Angeles, Long Term Care Strategic Plan for the Aged and Disabled 2003-06 (<http://www.ladcass.org>)
- C. Long-Term Care Strategic Plan Objectives aligned with the Area Agency on Aging Area Plan.
- D. Long-Term Care Strategic Plan Master Tracking Chart

Acknowledgements

Department of Community and Senior Services

Cynthia D. Banks, Director, Community and Senior Services

Melinda Fonseca, Director, Area Agency on Aging

Long-Term Care Coordinating Council

Kate Wilber, Chair

June Simmons, Vice-Chair

Project Facilitator

Patricia Senette-Holt

Lilia Andres, Staff Assistant

Work Group Facilitators

Vera Castillo

Jenai Davis

Lan Ficht

Jay Glassman

Mike Juarez

Laura Medina

Lena Perelman

Rhonda Rangel

Christine Rosensteel-Savalla

Janine Taylor

*Message from the Director of
Community and Senior Services*

I am pleased to submit the Final Report of the Long Term Care Coordinating Council (LTCCC). The report covers the period of January 2003 to June 2006 calendar years and highlights the accomplishments of the LTCCC toward developing strategies to implement the *County of Los Angeles' Long Term Care (LTC) Strategic Plan for the Aged and Disabled*.

The report contains a brief history of the strategic plan, the structure and function of the LTCCC, major highlights of the implementation strategies, and the final work products developed by the LTCCC and its seven work groups. All of the activities of the LTCCC, including its work products, may be viewed on-line at www.ladcass.org. We have developed the website to share the results of the LTC Strategic Plan's implementation strategies with a wider audience, particularly those who may be interested in improving their capacity to deliver long-term care services in Los Angeles County.

I am pleased to report that all of the objectives in the plan have been addressed, with strategies for their implementation in place. Without the leadership of the Chair and Co-Chair of the LTCCC, and the many hours of dedicated service of volunteer Council members who gave their time and expertise toward this project, our mission would not have been accomplished.

As the Director of Community and Senior Services and the lead agency in this endeavor, I extend my sincere thanks to our colleagues on the Long-Term Care Coordinating Council for their hard work and commitment to bringing us closer to having a fully developed long-term care system in Los Angeles that we can all be proud of.

Respectfully submitted,

Cynthia D. Banks, Director
Community and Senior Services

Long-Term Care Coordinating Council

Mission and Purpose

The purpose of the Long-Term Care Coordinating Council (LTCCC) was to advise, implement, and monitor the progress of long-term care strategic planning and implementation in the County of Los Angeles. The membership of the LTCCC is comprised of county, provider, community and consumer representative. Included in this group were five County departments (Office of Affirmative Action Compliance, Department of Children and Family Services, Department of Public Social Services, Department of Health Services, and the Department of Mental Health, as designated by respective county department directors.

Background – Project History and Origin

The Los Angeles County Board of Supervisors approved a motion to adopt the report "Preparing for the Future: A Report on the Expected Needs of Los Angeles County's Older Adult Population" (March 2000) prepared by the Community and Senior Services (CSS) and the Department of Health Services. The Board subsequently directed CSS to develop a community planning process that would enable the County to begin to prepare for the anticipated demographic changes of the next thirty years. The goal of the planning process was to produce a Long Term Care Strategic Plan for Los Angeles County.

The planning process began in the spring of 2001 and three planning bodies were created – Community Roundtable, Interdepartmental Planning body, and the Strategic Planning Work Group. CSS hired the consulting firm Blitz & Redkmeyer (a strategic change consulting company specializing in long term care integration and systems change) in August 2001 to assist in the Management of the project. The consulting agency facilitated the long term care planning activities and the development of the Countywide Long-Term Care Strategic Plan.

On January 21, 2003, the Board of Supervisors adopted the County of Los Angeles Strategic Plan for the Aged and Disabled as submitted by the Department of Community and Senior Services and seventeen (17) other county departments. The Board also authorized Community and Senior Services to implement Goal #1 of the strategic plan to establish the **Long Term Care Coordinating Council (LTCCC)**.

Guiding Principles

- A. To recognize that the need for long-term care and independence will continue to grow.
- B. To expand efforts that support the may Los Angeles County individuals who provide care and are responsible for providing care for loved ones.
- C. To shape serves that are family focused, responsive to consumer needs and are culturally and linguistically appropriate
- D. To look at long-term care in such a way that promotes prevention, early screening, and care in the most appropriate, least restrictive with the greatest level of independence that is consumer directed and most cost beneficial
- E. To continually seek the improvement of the quality of long-term care services taking into account consumer satisfaction and seeking high service standards.
- F. To recognize that cost effectiveness, efficiency, and quality of life are important to consumers.
- G. To view long-term care as a collection of inter-related services (such as health, mental health, home/community-based care, caregiver and kinship care services, housing, and transportation) through a coordinated delivery system focused on the individual consumer.

Major Duties

- A. To serve as the link between the community, service providers, and County government on issues regarding the Long-Term Care Strategic Plan.
- B. To provide community and public leadership on long-term case issues within the County of Los Angeles.
- C. To examine and make recommendations regarding the goals set forth by the Long-Term Care Strategic Plan and monitor its implementation.
- D. To mobilize resources—County and community—to implement the goals and objectives f the Long-Term Care Strategic Plan
- E. To provide coordinated long-term care planning and policy development.
- F. To submit an annual report to the Board of Supervisors

Long-Term Care Strategic Plan for the Aged and Disabled Implementation Overview

Introduction

This is the final report of the Los Angeles County Long-Term Care (LTC) Strategic Plan for the Aged and Disabled. It provides a summary of the activities carried out during the term of the project. The Long Term Care Coordinating Council (LTCCC) was mandated by the Board of Supervisors to implement the objectives in the LTC Strategic Plan.

The Plan's implementation was an ambitious effort led by the LTCCC comprised of partnerships across the County departments, among community based organizations, and leaders. The overall goal was to focus the attention of the County and stakeholders towards providing a more comprehensive set of social and supportive services that promote independence and enable people to reside in home and /or home like setting for as long as possible.

To achieve this goal, the Long Term Care Coordinating Council and its Work Groups met at least monthly to develop implementation strategies and plans for the 42 objectives contained in the revised LTC Strategic Plan. (Refer to <http://www.ladcass.org>)

The Council's work group activities, in response to implementing the LTC Strategic Plan, are highly significant to the extent that the outcomes will eventually permeate the fabric of the County's culture and mind-set. This is an extremely important movement that will have an even greater significance in the future when the County and its growing number of aged and disabled residents will be faced with respectively providing and receiving an array of services. When the County embarks upon providing services to the Baby Boomers who may have the responsibility of caring for their parents and loved ones; the County will be required to provide long-term care services that will meet the needs of both care givers and care receivers. This

is only one scenario; there will undoubtedly be many others with a myriad of challenges and opportunities.

In short, as a result of the LTC Strategic Plan, the County will now be better prepared to provide services to a broader range of its constituents and allow many more to "age in place".

Long-Term Care Strategic Plan

On January 21, 2003, the Board of Supervisors approved the "The Long-Term Care (LTC) Strategic Plan for Aged and Disabled Adults, 2003-06." The Plan was developed primarily for the County to start thinking and acting strategically about its diverse aging population and the challenges this population will likely pose to the service delivery system. The plan identifies 14 critical long-term care issues facing Los Angeles County.

- Funding Resources & Limitations
- Transportation Services
- Housing Services
- Caregiver and Kinship Services
- Fragmented System of Services
- Health Care Gaps
- Mental Health Services
- Cultural & Language Barriers
- Information & Referral/Assistance Services
- Access to Services
- Advocacy
- Care Management
- Quality of Care
- Workforce Resources and Development

The implementation of the LTC Strategic Plan led by Community and Senior Services and the Long-Term Care Coordinating Council (LTCCC), over an intensive three and a half year process, initially focused on the original recommendations contained in the plan included 7 broad goals, 24 general Strategies to advance the goals, and 47 specific Objectives to implement the strategies. Goal 1 is a meta-goal that covers concerns common to six service areas; goals 2-6

that covers concerns common to six service areas; goals 2-6 address particular services. Discussion regarding the accomplishment of the goals is included in the "Highlights" section of this report.

Changes to the Plan

During the last quarter, changes were made to the LTC (See Appendix B Revised LTCSP). The Council reviewed the objectives for their current applicability. As a result of this review, objectives 6.1.3 was combined with objective 6.3.2; objective 7.1.1 was combined with 7.1.2; and four objectives were deleted due to lack of resources – 1.3.1, 2.2.2, 6.3.2 and 7.1.3.

On September 28, 2005, year three of the Plan, and after much deliberation, the LTCCC voted unanimously to extend the Sunset of the Council from January 21, 2006 to June 30, 2006. This allowed additional time for the Council to conclude the implementation strategies.

Status of Objectives

During the timeframe of the three and one-half year's allotted to the LTCCC for this project, the Council's work groups were successful in completing their tasks by fastidiously addressing each of the LTC Strategic Plan's objectives.

The objectives were completed in the following manner:

1. From the 42 objectives in the revised LTC Strategic Plan, the Council and the work groups developed creative plans and strategies that were primarily employed during the projects period. Many of the work products may be viewed on the CSS web site.
2. Fifteen of the Plan's 42 objectives were aligned with the FY 2005-09 Area Agency on Aging (AAA) Area Plan, administered by the LA County Area Agency on Aging (See Appendix C side-by-side chart). This action will have a major impact as these objectives have been earmarked priorities in the Area Plan and will serve as a

basis for the development of innovative long-term care programs and services for older adults and the disabled in the near future.

Highlights

Several informative presentations were received by the LTCCC during the Plan period to assist in developing strategies to implement the LTCSP objectives. They were as follow as:

- Call 2-1-1 LA County (an Information and Referral service for health and human services resources available to all County residents); and, Call 3-1-1 City Hall presentation
- Socialserve.com presentation (LA County Senior Housing web site).
- CalCareNet Portal Enhancement Project – a statewide website for Long-Term Care
- The Los Angeles Homeless Services Authority (LAHSA) 10-year Strategic Plan to End Homelessness in Los Angeles County.
- Partners in Care Foundation Integrated Care Management Program (CMP) regarding the evaluation of the AAA Integrated Care Management Project.

The presentations listed above may be viewed at www.ladcass.org

Below are highlights of the LTC Strategic Plan work groups' accomplishments:

Community Connection for seniors and disabled adults

The Los Angeles County Department of Community and Senior Services, with the assistance of the Internal Services Department, developed the Community Connection for Seniors and Disabled Adults website. The Long-Term Care Coordinating Council provided guidance and suggestions. The Community Connection provides easy access to a wide array of information and resources relevant to clients, families, organizations, and individuals concerned with long-term care issues for seniors and the disabled. The website connects

professionals to resources for long-term care services in Los Angeles County. The website also contains:

- Facts and information about long-term care resources;
- Hot lines for immediate assistance;
- Practical information on health care, assisted living devices, housing, transportation and other services;
- Pertinent senior and disabled legislation.
- Links to information for Caregivers

The Long-Term Care Strategic Plan was developed prior to the Community Connection's planning and launch. However, the Community Connection, successfully met objectives in the plan for persons in need of LTC being able to find resources themselves, called "self-navigation."

Other Work Group accomplishments:

- An extensive social services matrix of services and their definition (on CSS web site <http://www.ladcass.org>)
- Training and resource opportunities were identified for care managers and social workers in Los Angeles County for the year 2006, as follows;
 - LA Caregiver Resource Center-Community Calendar
 - UCLA Geriatrics & Gerontology Newsletter and Conference Calendar
 - Betty Ford Center Professionals in Residents Program
 - National Council on Aging (NCOA) "Invest in Aging" Conference.
- A listing of products, equipment and devices to increase independent living options was promulgated. See- <http://www.ladcass.org>.
- A panel of medical experts convened to discuss best practices and unmet needs. It recommended creation of a virtual Center of Excellence as a clearinghouse to

a virtual Center of Excellence as a clearinghouse to educate and catalogue information on health care services and resources.

- The Board of Supervisors approved the Office of Senior Health in the new Los Angeles County Public Health Department.
- A Respite Care awareness campaign reached County employees with information on respite care options (See CSS web site <http://www.ladcass.org>)
- Quality of service standards were developed for transportation of Older and Disabled Customers by transit providers. (www.ladcass.org).
- A report identifying Transportation Gaps in services in particular geographic areas of Los Angeles County (www.ladcass.org).
- A plan to provide volunteers and/or other transportation assistants (will be implemented as a part of the FY 2005-09 Area Plan if funds are available). See www.ladcass.org
- Mental Health Services were expanded by providing updated, user-friendly information to service providers, family and other caregivers, the community, and others involved with at-risk and mentally-ill older adults and adults with disabilities.
- An implementation plan to evaluate the quality of mental health service delivery within the Department of Mental Health (including its contractors) was successfully completed.
- A program was developed and implemented to train long-term care service providers, county agencies, and county-wide judicial staff on age-and-cultural

competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues to meet the specialized mental health needs of older adults with disabilities.

- An on-going discussion of strategies for mental health training for providers, the legal community and physicians aligned training strategies, goals and objectives contained in the LTCSP.
- The creation of the Social.Serve.com website will address the need for subsidized housing in Los Angeles County.

Conclusion

Implementation of the Long-Term Care Strategic Plan strategies and objectives has broken new ground in providing a first-ever framework for the County and our network of service providers in the delivery of long-term care services. The impact of the work and work products developed by the Long -Term Care Coordinating Council in response to its charge, absent of financial resources, will not be immediately realized. Over time, with the use of the tools and resources developed, such as the Community Connection web site, the training apparatus developed to improve the operations of the Department of Mental Health; care managers and Caregiver training and awareness; and most importantly, the new Office of Senior Health in the Department of Public Health, will be felt by those requiring long-term care services in the County of Los Angeles.

We owe a debt of gratitude to those professionals and practitioners who volunteered three and one-half years to develop the LTCSP implementation strategies for the County's use over the next decade. County department who participated in this effort recognized the importance of this project. Among the participants were the Office of Affirmative Action, Department of Health Services, Department of Mental Health, Department of Public Social Services, and the Community Development Commission, who assigned dedicated staff to work on this project. The Los Angeles County Commission on

Aging and the Los Angeles County Commission on Disabilities provided their oversight and direction.

Development of the long- term care system has yet to be completed in the County of Los Angeles, and will continue with the Los Angeles County Area Agency and the Los Angeles City Department of Aging. The groundwork has been institutionalized for an improved system of long-term care and with the passage of the baton to the Area Agencies on Aging; we can look to the future for even greater developments for our aging and disabled population in Los Angeles County.

LONG-TERM CARE COORDINATING COUNCIL AND WORK GROUPS

WORK GROUPS #1 & 4: COORDINATION OF SERVICE DELIVERY SYSTEMS and HOME & COMMUNITY-BASED SERVICES

WORK GROUP FACILITATOR : JANINE TAYLOR

Telephone Number: 213/ 351-8911

E-mail: jtaylor@co.la.ca.us

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Alexman, Susan Director of Senior Services Jewish Family Svc of LA	323/ 761-8800	323/ 876-6140	7377 Santa Monica Blvd. West Hollywood, CA 90046	salexman@jfsla.org
Cook, James Chief Operating Officer Partners in Care Foundation	818/ 526-1780 X 108		4730 Woodman Avenue Sherman Oaks, A 91423	jcook@picf.org
Dunaway, Darren Senior Services Director Human Svcs Association	562/ 806-5400	562/ 806-5394	6800 Florence Avenue Bell Gardens, CA 90201	darren.dunaway@hsala.org
Dunn, Jody (WG CHAIR) (LTCCC) Principal / Owner J.Dunn Project Management	818/ 837-3775 X 138	818/ 837-3799	732 Mott Street, Ste. 150 San Fernando, CA 91340	jdunn@creativeaging.cc
Ervin, Sam Former President & CEO (SCAN Long Beach, Retired)	562/ 498-0883	562/ 498-0982	384 Winslow Avenue Long Beach, CA 90814	sam.ervin@verizon.net
Felder, Henry (LTCCC) Dept. of Public Social Svcs			12860 Crossroads Pkwy So. City of Industry, CA 91746	hfelder@dpss.co.la.ca.us
Gyle, Kimberly (LTCCC) Manager Motion Picture & Television Fund	323/ 634-3842	323/ 634-3870	335 North La Brea Avenue Los Angeles, CA 90036	kgyle@mptvfund.org
Igar, Oleeta PASC	818/ 206-7032	818/206-8000	4730 Woodman Ave #405 Sherman Oaks, CA 91423	oigar@pascia.org
Kleinman, Melodye (VP) WISE Senior Services	310/ 394-9871 X450	310/ 395-0863	1527 4 th Street Santa Monica, CA 90401	Mkleinman@WISESeniors.org
Last, Marian City of El Monte	626/ 258-8613	626/ 444-5056	3120 N. Tyler Avenue El Monte, CA 91731	mlast@ci.el-monte.ca.us
McNamara, Myles Owner/Operator Comfort Keepers for In-Home Care Svcs	661/ 287-4200		23504 Lyons Avenue # 101 Newhall, CA 91321	santaclarita@comfortkeepers.com
Nelson, Dottie CEO Villa Esperanza Services	626/ 744 5323	626/ 449-3141	2116 E. Villa Street Pasadena, CA 91107	nelconsult@aol.com
Pook, Lanora * DPSS IHSS Adults Services	562/ 908-3053	562/ 908-0591	12900 Crossroad Pkwy So #200 City of Industry, CA 91746	lpook@dpss.co.la.ca.us
Wilber, Kate (LTCCC) USC	213/ 740-1736	213/ 821-5560	MC 0191 University Pkwy Los Angeles, CA 90089	wilber@usc.edu
Williams, Tiffany Service Integration Branch SIB CAO	213/ 974-4134		222 S Hill Street, 5 th Flr Los Angeles, CA 90012	twill@cao.co.la.ca.us
Wilson, Jim DPSS	562/908-3055	562/908-0591	12900 Crossroad Pkwy So City of Industry, CA 91746	jwilson@dpss.co.la.ca.us
Yim, David Project Manager Special Svcs for Groups	213/ 553-1887	213/ 553-1822	605 W. Olympic Blvd # 600 Los Angeles, CA 90015	dyim@ssgmain.org

* COUNTY REPRESENTATIVES

LONG-TERM CARE COORDINATING COUNCIL AND WORK GROUPS

WORK GROUP #2: HEALTH CARE SERVICES

WORK GROUP FACILITATOR : CHRISTINE ROSENSTEEL-SAVALLA

Telephone Number: 213/351-5123

E-mail: crosenst@css.co.la.ca.us

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Alkon, Ellen (LTCCC) Director (Public Health Educ. in Medicine) Dept. of Health Services	213/ 250-8623	213/ 580-0007	241 N Figueroa St, #143 Los Angeles, CA 90012	ealkon@dhs.co.la.ca.us
Arechaederra, Maria (LTCCC) (WG CHAIR) Wise Senior Svcs -Retired	310/ 459-1963		14911 Alva Drive Pacific Palisades, CA 90272	marechae@aol.com
Cohn, Jodi Research Director (Geriatric Practice Innovation) SCAN Health Plan	562/ 989-4442	562/ 997-3188	3800 Kilroy Airport Wy, #100 Long Beach, CA 90801	Jcohn@scanhealthplan.com
Daughton, Kim Vice President WISE Ombudsman	310/ 394-9871 X434	310/ 395-4090	1527 4 th Street Santa Monica, CA 90401	kdaughton@wiseseniorservices.org
Gibbs, Nancy (LTCCC) So. CA Permanente Medical Grp	626/ 851-5070	626/ 851-5357	1011 Baldwin Park Blvd Baldwin Park, CA 91706	nancy.e.gibbs@kp.org
Kotick, John (LTCCC) CAO, Outpatient Clinics Orthopaedic Medical Center	213/ 741-8342 213/ 200-7075 CELL		2501 S. Hope Street Los Angeles, CA 90007	jkotick@laoh.ucla.edu
Sewerbridges-Williams, Linda Social Worker	661/ 948-4781 X1014	661/ 940-1364	43830 10 th Street West Lancaster, CA 93534	linda.sewerbridges@uhsinc.com
Swanson, Karen * (LTCCC) Dept. of Health Services	213/ 240-8267	213/ 250-3105	313 N Figueroa Street, #704 Los Angeles, CA 90012	kswanson@dhs.co.la.ca.us

WORK GROUP #3: MENTAL HEALTH CARE SERVICES

WORK GROUP FACILITATOR :

Telephone Number:

E-mail:

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Alkema, Gretchen Research Asst/ Doctoral Student Andrus Gerontology Ctr USC	213/ 740-9685	213/ 821-5560	3715 McClintock Avenue Los Angeles, CA 90089	alkema@usc.edu
Ashby, Faye (WG CHAIR) Director of Older Adults Svcs Pacific Clinics	626/ 795-8471 X 493	626/ 396-0826	909 S Fair Oaks Avenue Pasadena, CA 91105	fashby@pacificclinics.org
Gelberd, Sarah Dept. of Mental Health	213/ 351-5268	213/ 351-2493	550 S. Vermont Ave Los Angeles, CA 90020	sgelberd@dmh.co.la.ca.us
Harris, Judith			23206 Lyons Avenue #209 Santa Clarita, CA 91321	JUDITHHA3@aol.com
Solomon, Sandra Director of Protective Services Jewish Family Services of LA	818/ 789-0253		13425 Ventura Blvd. #200 Sherman Oaks, CA 91423	sandys@JFSValley.org
Tsang, Kevin * (LTCCC) (WG CO-CHAIR) District Chief Dept. of Mental Health	213/ 739-7347	213/ 351-2493	550 S. Vermont Avenue Los Angeles, CA 90020	ktsang@dmh.co.la.ca.us
Weinstein, Robin Senior Hearing Officer Off. of the City Atty, City of LA	213/ 252-3378		3550 Wilshire Blvd, #1800 Los Angeles, CA 90010	rweinst@atty.lacity.org
Young, Carolyn License Clinical Social Worker Providence Health System	818/ 953-4445	818/ 953-4491	3413 Pacific Avenue Burbank, CA 91505	cyoung@phsca.org

* COUNTY REPRESENTATIVES

LONG-TERM CARE COORDINATING COUNCIL AND WORK GROUPS

WORK GROUP #5: CAREGIVER & KINSHIP SERVICES

WORK GROUP FACILITATOR: JENAI DAVIS

Telephone Number: 213/ 738-4483

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Benton, Donna (LTCCC) (WG CHAIR) Executive Director Caregiver Resource Center, LA	213/ 740-5904	213/ 740-8337	3715 McClintock Avenue Los Angeles, CA 90089-0191	benton@usc.edu
Jackson, Madeline (LTCCC) Dept. of Children & Family Svcs	323/ 290-8700	323/ 290-4731	5100 W Goldleaf Cir, #220 Los Angeles, CA 90056	jackma@dcfs.co.la.ca.us
Ladd, Cathy (WG CO-CHAIR) Alzheimer's Association	323/ 930-6213		5900 Wilshire Blvd. # 1700 Los Angeles, CA 90036	cathy.ladd@aiz.org
Stumbo, Jane City of LA – Dept. of Aging	213/ 252-4034	213/ 252-4020	3580 Wilshire Blvd #300 Los Angeles, CA 90020	jstumbo@mailbox.lacity.org
Wall, Johnnie Vice President Care Mgmt & Comm. Relations Villa Esperanza Services	626/ 449-2919 X 60		2116 East Villa Street Pasadena, CA 91107	jwall@villaesperanzaservices.org
Wilson, Patricia Member AAA Advisory Council Committee	323/ 851-3744		3451 Primera Avenue Los Angeles, CA 90068	supatricia@aol.com

WORK GROUP #6: HOUSING SERVICES

WORK GROUP FACILITATOR: MIKE JUAREZ

Telephone Number: 213/ 739-7326

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Conerly, Robin Deputy Director L A Homeless Svcs Authority	323/ 683-3340	323/ 892-0093	215 W 6th Street Los Angeles, CA 90014	rconerly@lahsa.org
Karl, Sylvia So. CA Presbyterian Homes	562/ 928-2703			sylviakarl@aol.com
Kirschenbaum, Regina City of LA Housing Dept.	213/ 808-8651	213/ 808-8999	1200 W. 7th Street, 9th Floor Los Angeles, CA 90017	rkirschenbaum@lahd.lacity.org
Little, Sally Vice President So. CA Presbyterian Homes	818/ 247-0420	818/ 247-3871	516 Burchett Glendale, CA 91203	Sallylittle@scphs.com
Milbourn, Scott L A Homeless Svcs Authority	213/ 683-3336	213/ 892-0093	215 W. 6th Street Los Angeles, CA 90014	milbourn@lahsa.org
Navarro, Lillibeth (LTCCC) CALIF	213/ 627-0477	213/ 627-0535	634 S. Spring Street –2nd Flr Los Angeles, CA 90014	lnavarro@calif-ilc.org
Newnam, Laurence (WG CHAIR) Community Development Commission	323/ 838-5037	323/ 89-8576	2 Coral Circle Monterey Park, CA 91755	Lnewnam@lacdc.org
Norris, Robert J. Executive Vice President Century Housing	310/ 642-2033			rjnorris@centuryhousing.org
Pynoos, Jon Professor - National Resource Center on Supportive Housing & Home Modifications	213/ 740-1364	310/ 550-1670	Andrus Gerontology Ctr USC LA 92088-0191	jpynoos@aol.com
Schachter, Marvin	626/ 449-5825	626/ 449-5825	300 California Terrace Pasadena, CA 91105	marest@sbcglobal.net
Simmons, June (LTCCC) (WG CO-CHAIR) Partners in Care Foundation	818/ 837-3775 X 101	818/ 837-3799	732 Mott Street, Suite 150 San Fernando, CA 91340	jsimmons@picf.org
Trejo, Laura (LTCCC) Dept. of Aging, City of LA	213/ 252-4023	213/ 252-4040	3580 Wilshire Blvd, #300 Los Angeles, CA 90010	ltrejo@mailbox.lacity.org

LONG-TERM CARE COORDINATING COUNCIL AND WORK GROUPS

WORK GROUP #7: TRANSPORTATION SERVICES

WORK GROUP FACILITATOR : RHONDA RANGEL

TELEPHONE NUMBER: 213/ 351-8918

E-MAIL: rrangel@co.la.ca.us

NAME/ TITLE/ AFFILIATION	PHONE #	FAX #	ADDRESS	E-MAIL ADDRESS
Blackman, Ellen (LTCCC) (CO-CHAIR) Project Coordinator Center for Healthy Aging	310/ 576-2554 X 223	310/ 576-2499	1527 Fourth Street Santa Monica, CA 90401	eablackman@centerforhealthyaging.org
D'Andrea, Martha LADOT	213/ 580-5419	213/ 580-5458	221 N. Figueroa St. # 400 Los Angeles, CA 90012	md'andrea@dot.lacity.org
Garza, Gilbert ACCESS	213/ 270-6000	213/ 270-6058	P. O. Box 71684 Los Angeles, CA 90071	garza@asila.org
Hammerstein, Chuck LADOT	213/ 580-5444	213/ 580-5458	221 N. Figueroa St. # 400 Los Angeles, CA 90012	
Hazen, Chip MTA	213/ 922-2403		One Gateway Plaza Los Angeles, CA 90012	hazenc@metro.net
Kerschner, Helen (WG CHAIR) Executive Director The Beverly Foundation	626/ 792-2292	626/ 792-6117	566 El Dorado Street, #100 Pasadena, CA 91101	hkerschner@beverlyfoundation.org
Meiners, Ann Program Development Division Dept. of Public Works	626/ 458-3959		900 S. Fremont Avenue Alhambra, CA 91803	ameiners@ladpw.org
Murphy, Bob Transit Manager Santa Clarita Valley Transit			25663 Avenue Stanford Santa Clarita, CA 91355	bmurphy@santa-clarita.com
Smart, Jeane LAC DHS	213/ 639-6461	213/ 639-1035	600 S. Commonwealth Ave Los Angeles, CA 90005	jsmart@ladhs.org

The following LTCSP objectives are aligned with the AAA Area Agency on Aging

	LONG-TERM CARE STRATEGIC PLAN	AREA AGENCY ON AGING AREA PLAN
1.	<p>Objective 1.2.3 by the end of Year 2, develop a comprehensive service delivery model to enhance the coordinated delivery of long-term care services, including an integrated case management component, and prepare an action plan to begin its implementation on a county-wide basis. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> LTCCC. <i>Shared Responsibility:</i> DHS; DMH; DPSS; DCFS; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.2 Develop a comprehensive service delivery model to enhance the coordinated delivery of long-term care services, including an integrated case management component, and prepare an action plan (include action steps to address the special needs of older women) to begin its implementation on a countywide basis; partners include IHSS, APS, DMH, MSSPs, and other relevant community-based agencies. (LTCSP, 2003-06)</p>
2.	<p>Objective 1.3.3 by the end of Year 3, identify possible program waivers that would increase federal and state funding for long-term care programs (e.g., Title XIX – Medicaid) <i>Lead Responsibility:</i> DPSS. <i>Primary Support:</i> CSS. <i>Shared Responsibility:</i> LTCCC; PASC. <i>Implementation Category:</i> A</p>	<p>Objective 1.1 Work with County and community leaders to identify possible program waivers that would increase federal and state funding for long-term care programs (e.g., Title XIX – Medicaid); partners include IHSS, and Public Authority. (LTCSP, 2003-06)</p>
3.	<p>Objective 2.3.2 by the end of Year 3, pursue new revenue to support an Office of Senior and Disability Health Services within the Department of Health Services (DHS) to provide leadership in coordinating the delivery of county-wide long-term care health-related services (including the promotion of health and disease prevention) for older adults and adults with disabilities. <i>Lead Responsibility:</i> DHS. <i>Primary Support:</i> LTCCC. <i>Shared Responsibility:</i> CAO; DPSS; PASC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.2 Pursue new revenue to support an Office of Senior and Disability Health Services within the Department of Health Services (DHS) to provide leadership in coordinating the delivery of countywide long-term care health-related services (including the promotion of health and disease prevention) for older adults and adults with disabilities; partners include DHS, IHSS, and Public Authority. (LTCSP, 2003-06)</p>

4.	<p>Objective 3.3.2 by the end of Year 3, develop and implement a program to train long-term care service providers, county agencies, and county-wide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues in order to meet the specialized mental health needs of older adults and adults with disabilities. <i>Lead Responsibility:</i> DMH. <i>Shared Responsibility:</i> CSS; DHR; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.5 Coordinate with DMH to develop and implement a program to train long-term care service providers, county agencies, and countywide judicial staff on age-and-cultural competencies in ageism, depression, dementia, suicide, substance abuse, ableism and other issues in order to meet the specialized mental health needs of older adults and adults with disabilities; partners include DMH, and County and City AAA. (LTCSP, 2003-06)</p>
5.	<p>Objective 4.2.1 by the end of Year 1, support and publicize local Focal Points (and other providers of long-term care services) as community-based points of entry for information and referral to the full range of long-term care services and resources. <i>Lead Responsibility:</i> CSS. <i>Shared Responsibility:</i> LTCCC; DPSS; DMH; DCFS; County Libraries; DPR; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.1 Re-designate and redesign Focal Points into Aging Resource Centers as community-based points of entry for information and referral to the full range of long-term care services (including health care education) and resources; this involves establishing referral agreements with local agencies and protocols to assist elders and their representatives in the most efficient and least cumbersome manner possible; partners include senior centers, case management and other community-based providers. (LTCSP, 2003-06)</p>
6.	<p>Objective 4.2.2 by the end of Year 2, develop an action plan for implementing protocols for agencies to use when coordinating service access and delivery to older adults, adults with disabilities, their families, and other caregivers. <i>Lead Responsibility:</i> DPSS. <i>Primary Support:</i> CSS. <i>Shared Responsibility:</i> LTCCC; PASC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.3 Coordinate service access and delivery to older adults with disabilities, low-income older women, their families, and caregivers (include older women kinship caregivers) through development of service referrals protocols; partners include APS, IHSS, and Public Authority. (LTCSP, 2003-06)</p>
7.	<p>Objective 4.3.1 by the end of Year 2, identify opportunities (e.g., MDT sessions) and resources</p>	<p>Objective 1.4 Work with major County programs (e.g., Integrated Care Management, Adult</p>

7.	<p>(including training) for care managers and social workers in major county programs (e.g., Integrated Care Management, Adult Protective Services, In-Home Supportive Services) to enhance the delivery of care management and integrated service delivery. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Protective Services, In-Home Supportive Services) to enhance the delivery of care management and integrated service delivery by identifying opportunities (e.g., MDT sessions) and resources (including training) for care managers and social workers; partners include APS, DMH, IHSS, and ICM Contractors. (LTCSP, 2003-06)</p>
8.	<p>Objective 4.3.3 by the end of Year 1, identify opportunities for older adults and adults with disabilities to enhance self-directed care. <i>Lead Responsibility:</i> PASC. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; ACCESS/CTSA; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.1 Identify opportunities for older adults and adults with disabilities and caregivers to enhance self-directed care; partners include the Public Authority, IHSS, and ICM Contractors. (LTCSP, 2003-06)</p>
9.	<p>Objective 4.3.4 by the end of Year 1, establish standards for service delivery and accountability (including customer satisfaction) that are client-centered and built on informal care in the context of families. <i>Lead Responsibility:</i> CSS. <i>Primary Support:</i> DPSS. <i>Shared Responsibility:</i> LTCCC; PASC; CAO SIAP Team; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.2 Establish standards for service delivery and accountability (including customer satisfaction particularly of older women) that are client-centered and built on informal care in the context of families; partners include the Public Authority, IHSS, ICM Contractors and professional providers of specialized services to caregivers. (LTCSP, 2003-06)</p>
10.	<p>Objective 5.3.1 by the end of Year 1, prepare an action plan to provide a variety of respite care options that are individualized to meet the needs of caregivers on a widely-available basis. <i>Lead Responsibility:</i> CSS. <i>Shared Responsibility:</i> DMH; PASC; KCCC; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 2.4 Coordinate the development of an action plan to provide a variety of respite care options that are individualized to meet the needs of caregivers on a widely-available basis; partners include the L.A. Caregivers Resource Center, DCFS, and ICM Contractors. (LTCSP, 2003-06)</p>

11.	<p>Objective 5.3.2 by the end of Year 3, develop and implement a publicity campaign and pilot it within the Los Angeles County government workforce employees about caregiver needs and services. <i>Lead Responsibility:</i> CSS; DHR; <i>Shared Responsibility:</i> CAO SIB; DPSS; DMH; PASC; KCCC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 1.3 Coordinate with DHR to develop and implement a program within the Los Angeles County government workforce to assess County employee caregiver needs (particularly women) and link with caregiver services; partners include DHR, L.A. Caregivers Resource Center, and City AAA. (LTCSP, 2003-06)</p>
12.	<p>Objective 6.4.1 by the end of Year 2, develop a rent-to-prevent-eviction program that specifically targets at-risk older adults and adults with disabilities. <i>Lead Responsibility:</i> LAHSA. <i>Shared Responsibility:</i> CSS; DPSS; DMH; CDC; other relevant county and community groups. <i>Implementation Category:</i> A, B</p>	<p>Objective 3.7 Work with public and private housing agencies to develop a rent-to-prevent-eviction program that specifically targets at-risk adults (including caregivers) and adults with disabilities; partners include Los Angeles Homeless Service Authority, and City AAA. (LTCSP, 2003-06)</p>
13.	<p>Objective 6.4.2 by the end of Year 2, prepare an action plan to increase the number of emergency, transitional, accessible, and permanent housing units required to meet the current and projected needs of homeless older adults and adults with disabilities. <i>Lead Responsibility:</i> LAHSA. <i>Primary Support:</i> CDC. <i>Shared Responsibility:</i> Los Angeles City Housing Department; Los Angeles City Community Redevelopment Agency; other municipal housing authorities; other relevant county and community groups. <i>Implementation Category:</i> A</p>	<p>Objective 3.10 Work with the CDC to increase availability of Section 8 Housing Vouchers for seniors in the County's unincorporated areas; explore the availability of vouchers for assisted living settings.</p>
14.	<p>Objective 7.3.1 by the end of Year 2, develop and implement county-wide transportation service quality standards to eliminate service deficiencies (including those in customer service, service delivery, vehicle maintenance, driver sensitivity.) <i>Lead Responsibility:</i> LTCCC.</p>	<p>Objective 2.3 Develop and implement countywide (unincorporated transportation areas) service quality standards to eliminate service deficiencies (including those in customer service, service delivery, vehicle maintenance, driver sensitivity); partners include Department of Public</p>

14.	<p><i>Primary Support:</i> MTA. <i>Shared Responsibility:</i> MTA contractors; CSS; DPW; ACCESS/CTSA; other relevant county, cities and community groups. <i>Implementation Category:</i> A, B</p>	<p>Works and Beverly Foundation (LTCSP, 2003-06)</p>
15.	<p>Objective 7.3.2 by the end of Year 2, develop and implement a plan to provide volunteers and/or other transportation assistants, including escorts, to meet the needs of frail older adults who need assistance or door-to-door service. <i>Lead Responsibility:</i> LTCCC. <i>Primary Support:</i> <i>Shared Responsibility:</i> ACCESS/CTSA; MTA; CSS; other relevant county, cities and community groups. <i>Implementation Category:</i> A,</p>	<p>Objective 3.5 Develop and implement a pilot in the County's unincorporated area to provide volunteer escorts to medical or other necessary trips for older adults and disabled adults; partners include DPW and the Beverly Foundation.</p>

LONG-TERM CARE STRATEGIC PLAN MASTER TRACKING CHART

	LONG-TERM CARE STRATEGIC PLAN	ALIGNED TO AREA AGENCY ON AGING AREA PLAN	WORK PRODUCTS FOR WEB SITE PUBLICATION	TIME FRAME FOR COMPLETION	PERCENTAGES OF WORK COMPLETED
GOAL #1 – STIMULATE THE COORDINATION OF LONG-TERM CARE SERVICES					
1.	Objective 1.1.1			Completed	100%
2.	Objective 1.1.2			Completed	100%
3.	Objective 1.2.1		LTCCONNECTION Web site	Completed	100%
4.	Objective 1.2.2		Social Services Matrix (CSS Website)	Completed	100%
5.	Objective 1.2.3	Objective 3.2	Summary of Tiered Care/Case Management Models	Completed *	100%
6.	Objective 1.3.2		Work Group recommendation	Completed	N/A
7.	Objective 1.3.3	Objective 1.1	The Assisted Living Waiver Pilot Project identified as a possible program waiver.	Completed *	100%
8.	Objective 1.4.1			Completed	100%
9.	Objective 1.5.1			Completed	100%
GOAL # 2 – ADVANCE HEALTH CARE SERVICES FOR THE AGED AND DISABLED ADULTS					
10.	Objective 2.1.1			Completed	100%
11.	Objective 2.1.2			TBD	N/A
12.	Objective 2.2.1			Completed	100%
13.	Objective 2.3.1		Expert Panel Video (CSS FILE)	6/30/06	45%

14.	Objective 2.3.2	Objective 1.2		Completed *	100%
GOAL # 3 – ENHANCE MENTAL HEALTH CARE SERVICES FOR THE AGED AND DISABLED ADULTS					
15.	Objective 3.1.1		Supporting document on the LTCCC and Older Adults System of Care collaboration.	Completed	100%
16.	Objective 3.2.1		Summary Report on Pacific Clinics Older Adult Training Contract with DMH.	Completed	100%
17.	Objective 3.3.1			Completed	100%
18.	Objective 3.3.2	Objective 1.5		Completed *	100%
GOAL # 4 – PROMOTE HOME AND COMMUNITY-BASED SERVICES FOR THE AGED AND DISABLED ADULTS					
19.	Objective 4.1.1			Completed	100%
20.	Objective 4.2.1	Objective 3.1	Completed Focal Points Survey; Agendas for Focal Points Meetings	FY 2005-09	N/A
21.	Objective 4.2.2	Objective 3.3	"Customer Service and Satisfaction Standards"	Completed *	100%
22.	Objective 4.3.1	Objective 1.4	List of Training Opportunities	Completed *	100%
23.	Objective 4.3.2		List of Trainings and Resource Information	Completed	100%
24.	Objective 4.3.3	Objective 2.1	Memorandum Regarding Self-Directed Care to ICM Agencies and Senior Centers	Completed *	100%
25.	Objective 4.3.4	Objective 2.2	"Customer Service and Satisfaction Standards"	Completed *	100%
26.	Objective 4.3.5		List of Products, Equipment and Devices for Independent Living	Completed	100%

GOAL # 5 – CULTIVATE CAREGIVER AND KINSHIP SERVICES FOR THE AGED AND DISABLED ADULTS					
27.	Objective 5.1.1			Completed	100%
28.	Objective 5.1.2			Completed	100%
29.	Objective 5.2.1			Completed	100%
30.	Objective 5.3.1	Objective 2.4	Respite Care Options for Family Caregivers and Kinship Caregivers	Completed *	100%
31.	Objective 5.3.2	Objective 1.3	Caregiver Publicity Awareness Campaign	06/30/06	75%
GOAL # 6 – GROW HOUSING SERVICES FOR THE AGED AND DISABLED ADULTS					
32.	Objective 6.1.1			Completed	100%
33.	Objective 6.1.2			Completed	100%
34.	Objectives 6.1.3 (Combined with Objective 6.3.2)		Report: Housing for the Aged and Disabled Population in LA County: Discussion and Recommendations	Completed	100%
35.	Objective 6.2.1			Completed	100%
36.	Objective 6.3.1		Presentation on Assisted Living Waiver Pilot Program	Completed	100%
37.	Objective 6.4.1	Objective 3.7		FY 2005-09	N/A
38.	Objective 6.4.2	Objective 3.10		FY 2005-09	N/A
GOAL # 7 – STRENGTHEN TRANSPORTATION SERVICES FOR THE AGED AND DISABLED ADULTS					
39.	Objective 7.1.1 (Combined with Objective 7.1.2)		Report: Identification of Transportation Gaps	6/30/06	50%
40.	Objective 7.2.1			6/30/06	25%

41.	Objective 7.3.1	Objective 2.3	Quality of Service Standards for Transportation of Older and Disabled Customers	FY 2005-09	50%
42.	Objective 7.3.2	Objective 3.5	Report: A Plan to Provide Volunteers and/or Other Transportation Assistants	Completed *	100%

DELETED OBJECTIVES:

Objective 1.3.1

Objective 2.2.2

Objective 7.1.3

- Shaded box = aligned with AAA Area Plan for implementation.
- * = Work Group task(s) completed;

TBD – To be determined

N/A – Carried over to CSS